

Building, Leading and Facilitating Successful Teams



Course Description

Effective teams have two jobs to do: (1) They must accomplish their functional tasks with quality, and (2) they must establish and maintain collaborative, trusting relationships among team members so the work is accomplished *by* and *with* those team members, not *in spite of* them. This workshop will assist managers and leaders of troubled and well-functioning teams to identify ways their teams can accomplish *both* jobs better. Since there is no “best way” to structure or lead teams, this class will explore the many factors and options available to team leaders, so leaders can choose approaches which best fit their unique teams.

Learning Objectives

Today's leaders must be skilled facilitators of team input and decision-making, and partners in their teams' process. This active, comprehensive **three-day** workshop provides tools and awareness for leaders to assume this role by equipping them to:

- Diagnose, lead and facilitate teams that are self-correcting;
- Develop strategies to build their team's strengths and improve their weaknesses;
- Create and sustain collaborative teams where team members work together well and recognize one another's roles and contributions;
- Start up immediately productive teams and accelerate the integration of new team members;
- Select from a variety of possible leader roles and relationships with teams;
- Use power and empower others appropriately;
- Apply effective decision-making and conflict-management approaches in teams; and
- Increase their teams' flexibility and capacity to initiate and adapt to change.

Professional Qualifications



Stephanie Gordon Cady is a nationally recognized consultant with 23 years' experience in the field of training and organization improvement, including 10 years in management positions in the public sector. She is the owner of **CADRE**, a Northwest firm providing training and consulting services to U.S. and international companies and public agencies.

She holds a Master's degree in Public Administration and a certificate in Organization Development. She is listed in *Who's Who in the West* and *Who's Who in the World*. For her contributions to her profession and her community, she was awarded Outstanding Young Woman of America and a 1987 Award for Leadership from the American Society for Training and Development.

Phone: (206) 362-0143

FAX: (206) 362-7385

Guiding and Coaching Staff

Course Description

This **two-day**, hands-on workshop will provide valuable insight into what coaching is, what distinguishes coaching from corrective action, and the skills required to effectively coach employees to achieve their maximum potential and productivity. Using your diverse experience and expertise to guide the discussion, we will explore what behaviors signal the need for coaching, the benefits and disadvantages of various agency responses, and the impact of our personal frame of reference and influencing style on the coaching process. We will examine the role of positive and critical feedback, assess our skill levels and design scenarios that offer an opportunity to bring our coaching skills (giving and receiving feedback, active listening, problem solving, etc.) to the level we desire.

Learning Objectives

- Define coaching, distinguish from corrective action, and identify present and desired level of coaching skills.
- Describe situations when coaching is necessary, recognize our comfort level addressing those behaviors and issues, and discuss advantages and disadvantages of various agency responses to employees who could benefit from coaching and guidance.
- Learn and practice techniques for guiding and coaching staff.

Professional Qualifications



Wendy Fellows, J.D., M.A., is originally from New York, where she earned a B.A. from Queens College. Wendy came to the Northwest in 1981 to attend Gonzaga Law School. After completing her law degree, she was honored to be a Reginald Heber Smith Community Lawyer Fellow at Lane County Legal Aid in Oregon. From there she went into private law practice and eventually worked for a civil rights advocacy organization, investigating claims of abuse and neglect at a state psychiatric facility. In 1993, Wendy earned an M.A. in Organizational Leadership, which prepared her for her role as a consultant, facilitator and trainer.

Wendy has worked with both private and public sector organizations, in the areas of coaching for success, workforce diversity, communication, team development, customer service, downsizing, and change management. Since 1992, Wendy has had an adjunct faculty appointment at Western Washington University's Center for Public Service, Development, and Training. She has trained employees and supervisors of the Department of Social and Health Services on numerous topics, including effective interviewing, communication, collaboration, violence prevention, and personal mastery (self sufficiency).

As part of her commitment to public service, Wendy seeks volunteer opportunities that allow her to offer her expertise and enhance her skills. Her volunteer work has included the Spokane Human Rights Commission, Spokane Neighborhood Action Program's *Building Bridges to Employment*, judging client counseling and moot court competitions at Gonzaga Law School, and serving on the Spokane Legal Services Board of Directors.

Phone: (509) 456-8567

FAX: (509) 456-8567 (please call first)

Guiding and Coaching Staff

Course Description

Coaching staff is a means to build employee skills and delegate work in order to save time for the supervisor/manager. This **two-day** workshop allows participants the opportunity to assess their current coaching skill level. Using a humorous video by comedian, John Cleese, participants see the coaching steps divided into five parts. Each step is then practiced to enhance current skills or build new skills. For example, participants give and receive nonverbal cues, use active listening, and give and receive critical feedback on their listening skills. There are two coaching practice situations. The second day, the participants coach a partner on a real employee situation. Each exercise is debriefed as participants build a rationale for the coaching steps, improve their own skills and improve their ability to help others be effective at coaching.

Learning Objectives

Participants will:

- Be able to identify the five elements of coaching, assess their current skills in coaching and practice techniques to enhance their skills.
- Identify current employee situations where coaching would enhance staff skills and improve the work environment. The supervisor/manager then practices using the coaching skills they have learned.
- Identify the difference between coaching and corrective action.

Professional Qualifications



Nancy Macduff, of *Macduff/Bunt & Associates*, has 13 years' experience training for the state with the Department of Personnel, Department of Transportation, Washington State Library, DSHS, and Department of Natural Resources. As an adult educator and trainer, she has presented workshops for Boeing, Boise-Cascade, Kennedy Center for the Performing Arts, United Way, and the states of Ohio and Montana. She has a Master's degree in Adult and Continuing Education from

Washington State University and is a prolific author with many books and articles to her credit.

Phone: (509) 529-0244

FAX: (509) 529-8865

Inspiring Employees—Building Morale

Course Description

This **two-day** highly participatory workshop will provide insights into the principals of heightening and sustaining morale in sections, on teams, or for the complete organization. Inspiring and building morale is an efficient and effective management tool incorporating leadership, communication, motivation and problem solving skills. “Developing an atmosphere of elevated morale and productivity is not only the group leader’s goal, it is also a responsibility of the individual employee.” Techniques will be discussed and developed in the arts of understanding wants and needs, working with individual programming, influencing group dynamics and enhancing the ability of achieving excellence.

Learning Objectives

The participants will be able to:

- Assess the wants and needs of employees.
- Define, practice and evaluate techniques and tools to improve morale through involvement.
- Use techniques to enhance teamwork and group effectiveness.
- Create an individual action plan for implementation of revisited or newly discovered morale heightening strategies.

Professional Qualifications



Rip Shepherd is the Director of *nai-che & associates, inc.*, located in Kennewick, Washington. He is a past board member of the Central Washington Better Business Bureau, past membership chairperson of the American Society of Training and Development, and Senior Advanced Arbitrator for the National Panel of Consumer Arbitrators (NPCA), and the past president of Target Teen Opportunities. He has been a small businessman for 25 years and a Vietnam Veteran. Rip’s articles have been published in national and international publications. His training, facilitation and speaking specialties are in the fields of **Winning Attitudes**, **Oral Presentation**, **Stress Management** and **Teambuilding for Success**.

Phone: (509) 589-6839 FAX: (509) 589-6839

Inspiring Employees—Building Morale

Course Description

Organizations often lament the difficulty of motivating employees. Many organizations try to motivate employees through incentives, bonuses, time off, etc. But how effective are these “perks”? Government agencies and unionized organizations may feel as though their hands are tied in the methods they can use to motivate their employees. You will learn motivation theories of Maslow, McClelland, and Herzberg and how they can apply these theories to understanding the motivational profile of their staff. You will compare your managerial communication patterns with your actual behavior to enable you to set goals for implementing changes to become more consistent.

The reality is that no one can motivate another person. Motivation comes from within individuals. But managers, supervisors, and organizations can create an environment where staff can be motivated to accomplish goals. The key is to create an environment that blends the organization’s goals of the staff, and thereby create a synergistic environment.

Learning Objectives

In this **two-day** workshop, participants will learn:

- The psychology of motivation.
- Motivation theory.
- How to diagnose those things that motivate employees.
- How to create an environment where employees are motivated.

Professional Qualifications



Tena Crosby is the President of *Fast Track Communication*, a communication consulting firm specializing in individual and organizational effectiveness. Tena works with businesses, schools, and government agencies to improve communication, resolve conflict, and develop skills in individuals for improved organizational effectiveness. Tena provides training on topics such as conflict resolution, time management, team building, communication skills, effective meetings, motivation, customer service, and public speaking—just to name a few. In addition, Tena works with organizations on issues of organizational development providing services such as retreat facilitation, team building, and other organization development interventions.

Phone: (360) 424-9616

FAX: (360) 424-9616

Inspiring Employees—Building Morale

Course Description

For years, managers have pondered strategies to increase the talents, drive and skills of those they manage. Questions such as how to increase cooperation among departments and teams, how to effectively delegate and ensure the work is done right, how to increase work productivity, and how to motivate employees to accomplish more than what is required have continually plagued managers.

This program provides participants with information about what it takes to move from task management to being an effective leader of a high performance team and how to empower others for greater results.

Learning Objectives

Upon completion of this **two-day** program, participants should be able to:

- Explain the difference in management and leadership.
- Identify ways of adjusting leadership styles to meet the follower's needs, as well as the organization's needs.
- Explain the correlation among vision, values, mission, guiding principles and plan of action.
- Identify ways to involve other managers and employees in the planning process to ensure commitment for reaching organization goals.

Professional Qualifications



Martha N. Bryan, of Bryan & Bryan Associates, is a leading authority on the development of human potential and personal excellence.

With an education background in teaching, she has taught at both high school and college levels and has held positions in both government and private industry. Her work career expands from farm laborer and cafeteria helper to positions in staff support, sales, training and personnel administration. She has served in leadership positions for a number of organizations—chairman of college advisory boards, president of women's

organizations, president of personnel administration organizations and president of a financial institution.

Martha is a high Content Speaker; her programs on implementing quality, excellence, leadership, vision and strategy, self esteem and success psychology bring about immediate changes and long-term results. She gives such practical ideas, methods, tips and techniques that participants emerge excited, enthusiastic and eager to apply her ideas in their work and personal lives. Her dynamic interactive delivery style receives excellent response from client and participants. You will enjoy spending time with her.

Phone: (206) 337-1838

FAX: (206) 338-4509

Intervention and Conflict Resolution

Course Description

Intervention and Conflict Resolution is an interactive and experiential **two-day** workshop. Participants will assist in directing this training as they uncover the causes of conflict and develop management strategies and systems to prevent conflict proactively. The experiences of participants will be solicited during discussions of essential conflict resolution techniques such as anticipation, limit setting and the use of consequences. These techniques are extremely effective in mediating disputes between employees or disputes in which one is involved personally. Participants will assist in the development of role plays that reflect actual work place situations. During role plays, participants will polish new skills for mediating disputes, resolving conflict and thus managing employment risk.

Learning Objectives

- Develop a comprehensive understanding of common causes of conflict, including cultural and gender differences.
- Gain insight as to one's conscious and unconscious conflict approaches. Examine the impact of one's personal conflict style on colleagues and staff.
- Become familiar with a wide range of effective conflict resolution and mediation techniques. Learn to assess the nature of situations in which conflict is occurring in order to select appropriate techniques.
- Practice conflict resolution and mediation skills.

Professional Qualifications



Jeffrey D. Hunter attended the University of Iowa and the Harvard Business School as preparation for a successful 16-year career as the CEO of two large midwest corporations. Since founding *InnoVision* in 1987, he has trained over 20,000 people in areas such as Cultural Diversity, Team Building, Leadership Skills, Sexual Harassment Prevention and Conflict Resolution.

Jeffrey's style is highly interactive, engaging and process-driven. His in-depth understanding of workplace human relations issues allows him to be flexible in modifying curricula on the training

floor to meet the needs of participants. Jeffrey's strong management background has also proven invaluable in his identifying and addressing the concerns of organizational leaders. Jeffrey also specializes in assessing organizational cultures and creating organizational strategic plans.

Phone: (206) 527-8330

FAX: (206) 528-0070

Intervention and Conflict Resolution

Course Description

This **two-day** course is designed to help participants learn the skills to resolve interpersonal conflicts. We will explore the nature of conflict, how to determine the difference between real and pseudo conflict and how our human nature influences our responses to conflict. We will then diagnose participants' styles of resolving conflict and look at how motivation and power influence conflict dynamics. We will review methods of resolving interpersonal conflict—specifically, one to one, negotiation, arbitration, and mediation. We will then practice one-on-one conflict resolution, mediation skills, communication skills, and group conflict resolution skills as well.

Participants will develop a repertoire of conflict resolution methods to apply to interpersonal and intra-group conflict situations, as well as determine what additional training in conflict resolution they may need for proficiency.

Learning Objectives

Participants will:

- Learn what causes conflict.
- Learn the different modes of conflict resolution.
- Learn how to help employees resolve conflicts on their own.
- Learn the differences between the methods, including one-to-one, negotiation, arbitration, and mediation and the appropriate times to use each.
- Practice mediation skills to resolve interpersonal conflict.
- Learn how to apply the different conflict resolution methods to groups and teams to enable the team to resolve their own problems.

Professional Qualifications



Tena Crosby is the President of *Fast Track Communication*, a communication consulting firm specializing in individual and organizational effectiveness. Tena works with businesses, schools, and government agencies to improve communication, resolve conflict, and develop skills in individuals for improved organizational effectiveness. Tena provides training on topics such as conflict resolution, time management, team building, communication skills, effective meetings, motivation, customer service, and public speaking—just to name a few. In addition, Tena works with organizations on issues of organizational development providing services such as retreat facilitation, team building, and other organization development interventions.

Phone: (360) 424-9616

FAX: (360) 424-9616

Performance Coaching: Empowering Others to be Their Best



Course Description

Developing others while accomplishing the organizational mission is fundamental to peak performing organizations and represents the essence of the coaching process. Empowering others to be their best results in a win-win experience for both the individual and the organization.

Coaching is an ongoing, collaborative process of providing direction, feedback and encouragement with the intent of enhancing the effectiveness of associates, self and the organization. The purpose of this **two-day** leadership workshop is to develop confidence and competence in the coaching process in five primary applications:

- Enhancing seasoned performance
- Teaching new skills
- Grooming for new responsibilities
- Correcting performance problems
- Assisting others in finding a “career opportunity elsewhere”

Learning Objectives

At the workshop’s completion, participants will be able to:

- Apply tangible coaching strategies to enhance individual and organizational effectiveness.
- Communicate more effectively in dealing with sensitive issues and conflict situations.
- Empower self and others to function more effectively.
- Link individual with organizational vision and values.
- Develop a self-monitored plan for personal and professional mastery.
- Apply coaching tools to reinforce exemplary performance and deal with performance issues.
- Understand how to work with people having different style preferences.
- Facilitate the change process while building understanding of and commitment to both individual and organizational interests.

Professional Qualifications



Experience counts in dealing with organizational and individual growth and development. **Dr. Eric Allenbaugh** has had two professional careers: 12 years in hospital administration and more than 16 years as a national organization development consultant.

Eric’s doctorate, earned from the University of Oregon in 1981, and post doctorate training continues to focus on leadership, organization development, personal mastery, applied psychology, and organizational behavior.

Phone: (503) 635-3963

FAX: (503) 423-8334

Understanding Different Team Structures

Course Description

By taking part in this interactive and process-driven **two-day** training, participants will gain a full understanding of various team structures and will enable themselves to select and implement appropriate team models with success. Participants will draw upon their experiences as managers during an examination of effective, ineffectual and dysfunctional teams in order to determine optimal team structures for their specific work groups. Participants will develop skills for administering team audits, communicating changes in team structure and leading activities such as team mapping to create fully productive teams. In addition, participants will gain advanced diversity management skills such as style-flexing and culturally competent listening. Participants will have the opportunity to practice all learned skills and will receive constructive evaluations from both the facilitator and other managers.

Learning Objectives

- Develop a comprehensive understanding of team dynamics, team development theory and a variety of team structures. Participants will participate in an examination of the teams for which they are responsible.
- Become familiar with the characteristics of effective teams and essential team leadership techniques.
- Gain insight as to the impact of diversity on team relationships. Identify personal challenges in bridging workplace cultural gaps and develop advanced skills for managing diverse teams.
- Develop and practice skills for building healthy and productive teams.

Professional Qualifications



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